BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 10-901

22 MARCH 2001

Operations

LEAD OPERATING COMMAND--COMMUNICATIONS AND INFORMATION SYSTEMS MANAGEMENT

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Distribution: F

This instruction implements Air Force Policy Directive (AFPD) 10-9, *Lead Operating Command Weapon Systems Management*, and establishes the lead command (LC) duties and responsibilities for communications and information systems, equipment, commodities, and services. For the purpose of this instruction, the term "lead command" is synonymous with "lead operating command," and "using command" is synonymous with "operating command." The requirement to designate a LC applies to Air Force, joint, national, and interdepartmental systems. This instruction provides guidance in applying policy, standards, and resources to the processes used by a designated LC major command (MAJCOM), field operating agency (FOA), or direct reporting unit (DRU). In addition, it identifies responsibilities that the using, implementing, and supporting commands; and other agencies will perform in support of the LC process. Refer recommended changes or questions pertaining to this instruction to Headquarters Air Force Communications Agency (HQ AFCA/SYL), 203 West Losey Street, Room 3065, Scott AFB IL 62225-5222. Refer conflicts between this and other instructions to HQ AFCA/ITPP, 203 West Losey Street, Room 1100, Scott AFB IL 62225-5222, on AF Form 847, **Recommendation for Change of Publication**. Send an information copy to Headquarters United States Air Force (HQ USAF/SCXX), 1250 Air Force Pentagon, Washington DC 20330-1250. Refer to **Attachment 1** for a glossary of references and supporting information. Maintain and dispose of all records created as a result of prescribed processes in accordance with Air Force Manual (AFMAN) 37-139, *Records Disposition Schedule* (will convert to AFMAN 33-322, Volume 4).

SUMMARY OF REVISIONS

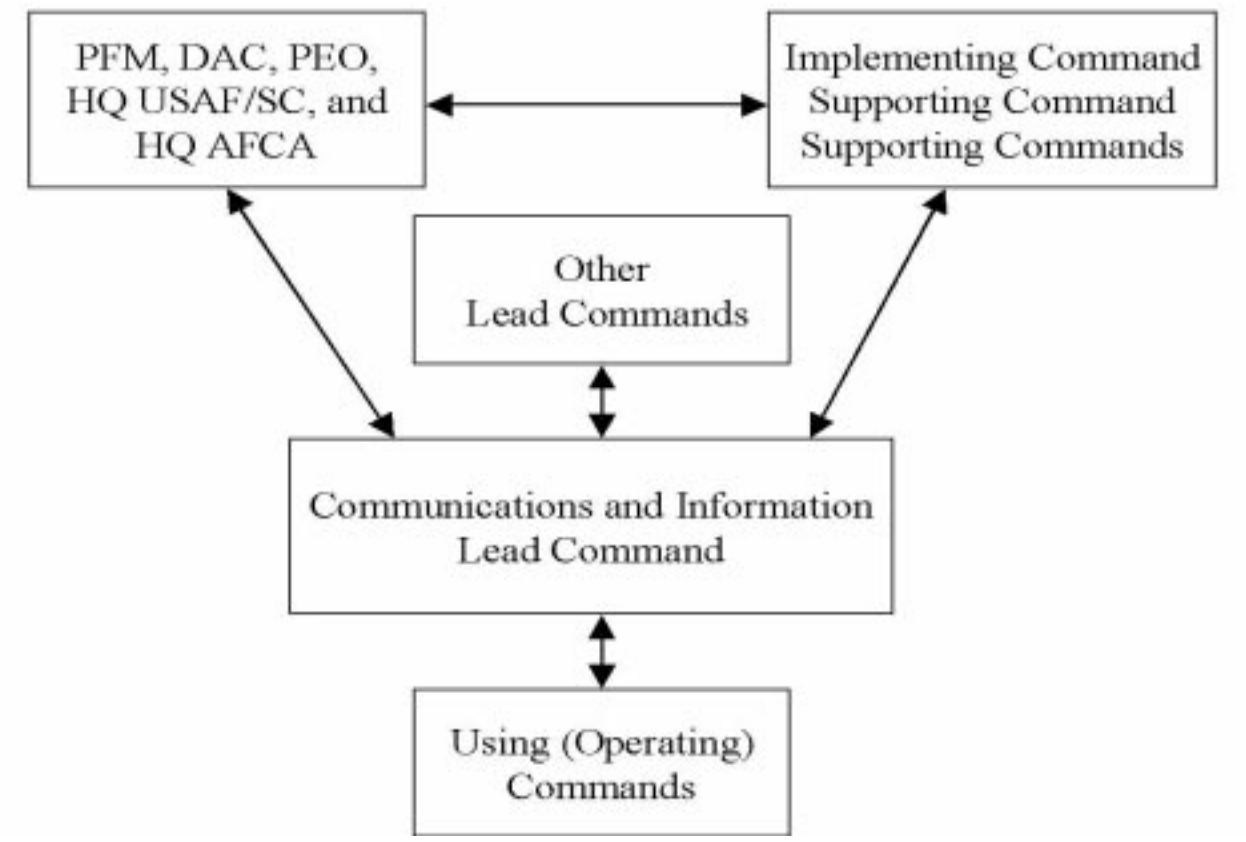
This document is substantially revised and must be completely reviewed.

This revision clarifies the requirement to designate a LC when more than one MAJCOM, FOA, or DRU possesses the same Air Force, national, and interdepartmental system, equipment, commodity, and/or service. It adds a new requirement to designate a LC for commodities and services, clarifies the roles and responsibilities for the LC and supporting activities, and discusses commodities and services and their management. It identifies HQ AFCA as the LC for communications and information infrastructure systems. This revision updates the list of directives and general terminology. Adds Figures 1 through 6 to clarify the LC process for systems, equipment, commodities, and services. Additionally, it expands guid-

ance on recommended content and responsibilities for placing LC information on the HQ USAF communications and information LC World Wide Web (WWW) page maintained by HQ AFCA/SYL.

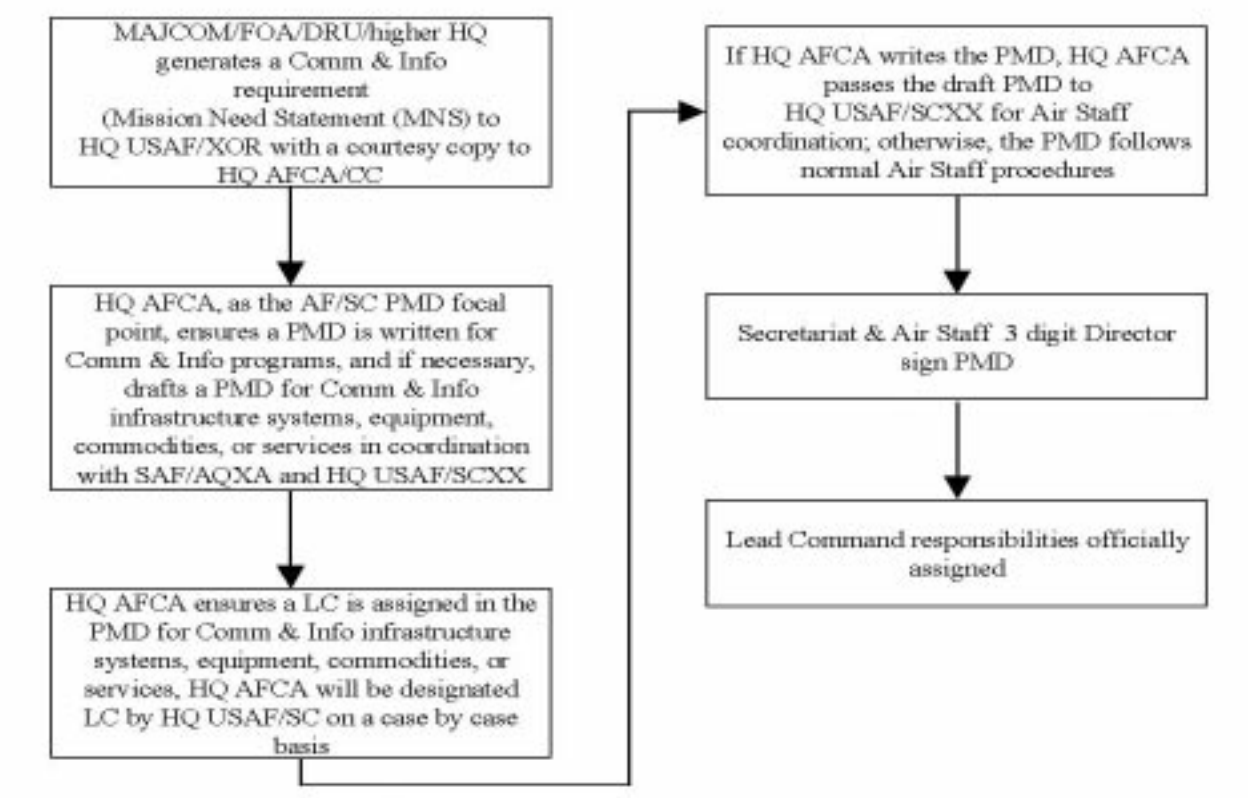
1. Lead Command Designation . AFPD 10-9 requires the designation of a LC or agency when more than one Air Force MAJCOM or agency possesses the same type of weapon system. This policy applies to primary weapon systems and support and training systems. Communications and information systems, equipment, commodities or services operated/used by more than one Air Force MAJCOM, DRU, or FOA also require the designation of a LC as an advocate. Advocacy involves planning, programming, budgeting for, and life-cycle management of these systems, equipment, commodities or services. The LC management process assures consistent, credible advocacy of mission needs and resource requirements and eliminates duplication of effort. The LC is the voice for the using commands in all matters involving other commands and agencies, including the program executive officer, single manager (SM), system program office (SPO), Air Staff program element monitor (PEM), other LCs, and participating and supporting commands (see**Figure 1.**).

Figure 1. LC As The Voice For Using Commands.



1.1. For a new system processed in accordance with Air Force Instruction (AFI) 10-601, *Mission Needs and Operational Requirements Guidance and Procedures*, HQ USAF/XOR or any other HQ USAF functional identifies the LC in the system's program management directive (PMD). (See **Figure 2.**)

Figure 2. PMD Designation Process for Communications and Information Systems, Equipment, Commodities, and Services.



1.1.1. HQ AFCA will be designated LC by HQ USAF/SC on a case by case basis for new infrastructure systems and develops PMDs for infrastructure programs, if required.

1.2. The LC assignment for legacy systems not having a LC or PMD is accomplished by a written formal agreement between the parties involved, unless otherwise directed by the Air Staff. HQ USAF/SC oversees the process and arbitrates in case of a conflict.

1.2.1. As a rule, the MAJCOM that has the largest number of systems, or most equity from a mission criticality viewpoint, should assume LC responsibilities.

1.2.2. Send the formal agreement/documentation designating the LC to HQ AFCA/SYL for inclusion in the Air Force LC WWW page. As a minimum, the agreement should include the system/equipment name, acronym, nomenclature (if applicable), losing and gaining commands' office symbols, point of contact (POC), and the appropriate level signatories.

1.3. The LC responsibility transfer for existing systems is accomplished by formal agreement between the parties involved. HQ USAF/SC oversees the process and arbitrates in cases where conflict arises. Upon completion of transfer, send the formal agreement/documentation changing the LC to HQ AFCA/SYL for inclusion in the Air Force LC WWW page.

1.4. Satisfying Operational Requirements. Users and planners must specify their mission needs and operational requirements. These operational requirements may arise within the Air Force requirements process, or originate outside the Air Force within one of the other Services and receive formal designation as “joint.” These requirements are then satisfied by the use of systems.

1.5. System Affiliate. Organizations assigned as LCs, but not able to fully perform the required LC duties, may negotiate transferring certain tasks, in a formal written agreement, to another MAJCOM, FOA, DRU, or using agencies with more capability in those areas. Refer to these organizations as "system affiliates." The LC retains the responsibility for all tasks accomplished using a system affiliate.

2. Lead Command Process . The overall LC process consists of four separate phases: requirements, life-cycle planning, sustainment, and resource management. Communications and information systems acquisition programs normally follow the progression of identifying and validating requirements to the acquisition activity (requirements phase), the actual acquiring and planning for life-cycle support of the technical solution to satisfy the users' requirements (life-cycle planning phase), and then fielding and supporting the technical solution (sustainment phase). The LC resource management phase is unique in that it occurs throughout the life of a program and is interwoven with the other three phases. Overall LC process responsibilities are listed in paragraph **3.**, and the Lead Command Manager's (LCM) responsibilities for each phase of the LC process are listed in paragraph **3.8.**

3. Responsibilities .

3.1. HQ USAF/SC:

3.1.1. Issues policy and procedures specific to individual systems, equipment, commodities, and/or services when necessary for clarification.

3.1.2. Advocates for specifically designated Air Force systems and programs.

3.1.3. Ensures the mission need statement and operational requirements document (ORD) are developed and processed according to AFI 10-601 for Air Force-wide infrastructure requirements. Ensures a LC is assigned if one is not clearly identified.

3.1.4. Oversees the LC processes, providing guidance as necessary and arbitrating in cases where conflict arises that the LC cannot resolve.

3.1.5. Ensures a PMD is written for communications and information systems and equipment acquisition.

3.2. HQ AFCA:

3.2.1. The overall manager for the Communications and Information lead command program.

3.2.2. Assists HQ USAF/SC to ensure a PMD is written for communications and information systems and equipment acquisition.

3.2.3. Drafts a PMD for communications and information infrastructure systems, equipment, commodities, and services as necessary and in coordination with Secretary of the Air Force (SAF/AQXA).

3.2.4. Ensures a LC is assigned for each system.

3.2.4.1. Assumes LC responsibilities for communications and information infrastructure as required by HQ USAF/SC.

3.2.5. Executes LC responsibilities on specific systems as directed by HQ USAF/SC or indicated in the PMD, to include development of MNS and ORDs.

3.2.6. Administers and maintains the LC WWW page. The page contains communications and information system and equipment LC assignment lists, LC focal points, the current version of this instruction, and other information necessary to support the LC program.

3.2.7. Provides a Uniform Resource Locator (URL) link to the appropriate MAJCOM LC WWW pages for additional information.

3.3. The LC:

3.3.1. Functions as the system, equipment, commodity, or service advocate and overall manager who responds to all programmatic issues including status and use.

3.3.2. Advocacy includes planning, programming, and budgeting for development, acquisition, installation, training, sustainment, testing, initial operational capability (IOC) for new systems. Advocacy also includes ensuring business process reengineering is documented and that performance measures are developed and used, alternatives are analyzed and returns on investment are calculated.

3.3.2.1. Supports designated system-wide equipment modifications; initial spares; readiness spares packages (RSP); specific support equipment; operational test and evaluation; and compatibility, interoperability certification, certification testing; architecture and modernization planning.

3.3.3. Appoints a Lead Command Manager who is responsible for each system assigned.

3.3.4. Establishes a memorandum of agreement with organizations assigned system affiliate duties, outlining specific responsibilities.

3.3.5. Ensure application and system are registered with the Air Force-Chief Information Officer.

3.3.6. Appoints a LC focal point.

3.4. The LC Focal Point:

3.4.1. Functions as the administrative window for the receipt of LC information for the respective LC and is responsible for the proper dissemination of this information to the appropriate LCM within the LC. A LC may have several LCMs assigned.

3.4.2. Responsible for creating and maintaining system information on the LC WWW page and providing the URL to HQ AFCA/SYL.

3.4.3. Notifies HQ AFCA/SYL of changes to LC designations, responsibilities, etc., for the purpose of keeping the Air Force LC WWW page current.

3.4.4. Ensures the next PMD update includes all LC designation changes.

3.4.5. Maintains a current LC POC list.

3.5. Using Command:

3.5.1. Plans, programs, and budgets for annual operation, training, and maintenance costs for the life of the system.

3.5.2. Supports and advocates programming and budgeting requirements within their own command programming and budgeting process and when possible, provides offsets.

3.5.3. Participates with the LC in the development of the operational concept of employment (OCOE) and concept of operations (CONOPS). (See paragraphs **3.8.1.8.** and **3.8.1.9.**)

3.5.4. Participates with the LC in the development of the maintenance concept.

3.5.5. Provides the LC with documented requirements and keeps the LCM apprised of changes to existing requirements.

3.5.6. Supports the LCM in the development and acquisition planning activities to include installation, operational testing, compatibility and interoperability, modification, and sustainment.

3.5.7. Identifies the logistics support strategies, maintenance concept, and maintenance plans to the LC to meet supportability requirements according to AFI 21-116, *Maintenance Management of Communications-Electronics.*

3.5.8. Participates in the review of proposed system changes with the LCM, SM, and SPO to determine the impact and set priorities.

3.5.9. Implements system configuration changes only after approval by the LCM and SM.

3.5.10. Funds command-unique requirements for modifications or additional uses only after coordination with the LC and, if necessary, with the SM for any additional support considerations. Assumes total responsibility for these unique requirements.

3.5.11. Reports excess centrally managed end items/systems to the LCM and appropriate SM for disposition instructions.

3.5.12. Reports excess commercial off-the-shelf (COTS) equipment/systems, as appropriate, to the LCM for disposition instructions.

3.5.13. Coordinates with the LCM to ensure inputs to the requirements and modification process comply with AFIs 10-601 and 33-103, *Requirements Development and Processing*.

3.5.14. Includes Air National Guard and Air Force Reserve Command units as part of using command missions in system planning, programming and budgeting. The Air National Guard and the Reserve Command will be considered a using command for all systems, equipment, commodities, and /or services utilized by their units.

3.6. Supporting Command:

3.6.1. Advises the LCM of any shared user costs that the LC must assume responsibility to plan, program, and budget for in order to cover the users' share.

3.6.2. Reports excess end items/systems to the LCM or appropriate SM for disposition instructions.

3.6.3. Negotiates formal agreements with the LC and other using commands to assign roles and responsibilities when needed.

3.6.4. Coordinates all requests for foreign military sales with the LC.

3.6.5. Participates in all strategic planning processes to identify areas of potential duplication.

3.7. LCM Overall Responsibilities. The LCM is responsible for the following tasks that occur throughout the life of a program (see paragraph **3.8.** for LCM responsibilities peculiar to a specific phase):

3.7.1. Addresses user requirements in all matters affecting the development, acquisition, modification and logistical support of their respective system, equipment, commodity, and/or service.

3.7.2. Coordinates with the users, SPO, and SM during the planning for the installation, certification and accreditation, initial training, operational testing, and sustainment for new systems until IOC.

3.7.3. Advocates for and responds to user issues concerning system status and use.

3.7.4. Coordinates implementation of permanent modifications with the SM and the appropriate system telecommunications engineering manager for potential base infrastructure impact.

3.7.4.1. The LCM is responsible for system-wide interoperability and commonality, whereas the SM is responsible for maintaining system engineering integrity. Therefore, the LCM ensures coordination with the SM before the implementation of a permanent modification for which there was no previously validated need.

3.7.5. Convenes a requirements review board (or equivalent) as necessary to identify, consolidate, and validate user requirements.

3.7.5.1. The LCM ensures all requirements for programs, systems, or applications that pertain to command and control, and intelligence, surveillance, or reconnaissance are coordinated with the Aerospace Command and Control and Intelligence, Surveillance, and Reconnaissance Center (AC2ISRC).

3.7.5.2. Considers issues that impact the total force, to include Expeditionary Air Force (EAF) considerations, when prioritizing resources and schedules for systems operated by MAJCOM, joint, and combined commands, the National Guard Bureau, and the Air Reserve components.

3.7.6. Ensures all programmed requirements meet Department of Defense (DoD), Joint Chiefs of Staff, and Air Force joint interoperability, integration, configuration management, and standardization requirements in conjunction with the SM and according to AFI 33-108, *Compatibility, Interoperability, and Integration of Command, Control, Communications, and Computer (C4) Systems*.

3.7.7. The LCM ensures the SPO and SM follow acquisition and sustainment guidance, including that pertaining to COTS equipment, if applicable. The LC assumed the responsibilities of the SPO and SM for COTS equipment not organically managed.

3.7.8. Ensures the using and supporting commands' participation in all tasks required to field and sustain the system.

3.7.9. Coordinates on user policy and procedure changes.

3.7.10. Represents the Air Force on joint service or foreign country issues that impact assigned systems, when requested by HQ USAF.

3.7.11. Ensures communications and information systems designed to radiate or receive in the electromagnetic energy, obtain frequency supportability guidance using Department of Defense (DD) Form 1494, **Application for Equipment Frequency Allocation**, according to AFI 33-118, *Radio Frequency Spectrum Management*.

3.7.12. Ensures operational risk management (ORM) is incorporated into the LC process in accordance with Air Force Pamphlet (AFPAM) 91-215, *Operational Risk Management (ORM) Guidelines and Tools*, to help control risks.

3.8. LCM Responsibilities for the Four LC Process Phases.

3.8.1. Requirements Phase. This phase deals with identifying, consolidating, and validating user requirements. This period begins by designating a LC and ends with delivering the validated user requirements to the acquisition agency (see **Figure 3.**). The LCM will:

3.8.1.1. Develop the strategy to accomplish LC responsibilities in coordination with the users.

3.8.1.2. Use established processes for users to submit requirements and oversee the approval and prioritization of all requirements.

3.8.1.3. Ensure requirements include information assurance, documented business process reengineering (where appropriate), compatibility, infrastructure, and interoperability needs.

3.8.1.4. Coordinate the processes with related Air Force planning agencies.

3.8.1.5. Disseminate LC strategy and program information.

3.8.1.6. Gather and consolidate using commands' operational and supporting infrastructure requirements and provide them to the SPO, SM, and/or contractor via appropriate coordinated planning documents.

3.8.1.7. Secure initial cost estimate of requirements from SPO, SM, or contractor.

3.8.1.8. Develop a CONOPS in coordination with the users, if required. Additionally; if warranted due to the operational implications of a specific system, equipment, commodity, and/or service; a user command may be formally identified as "system affiliate" for CONOPS development during the coordination process for lead command designation.

3.8.1.9. Develop and maintain the OCOE, to include security, infrastructure, and interoperability considerations, in conjunction with the using commands, and in accordance with AFI 10-601. ***NOTE***: The OCOE is a system-oriented CONOPS of the future. To minimize confusion between the two concepts, HQ USAF/XORD prefers not to use the term CONOPS when addressing a system under development. Instead the OCOE is used for future systems or systems under development and included in the ORD.

3.8.1.10. Coordinate final OCOE with users and provide to SPO, SM, or contractor, as appropriate.

3.8.1.11. Develop maintenance and other support concepts in coordination with the using commands, SPO, SM, and/or contractor.

3.8.1.12. Update and/or prepare new requirements documents when users identify a mission deficiency or needs that cannot be satisfied by a nonmaterial solution.

3.8.1.13. Obtain cost estimates from the SPO, SM, or contractor.

3.8.1.13.1. Ensure radio spectrum requirements can be met prior to contractual obligations.

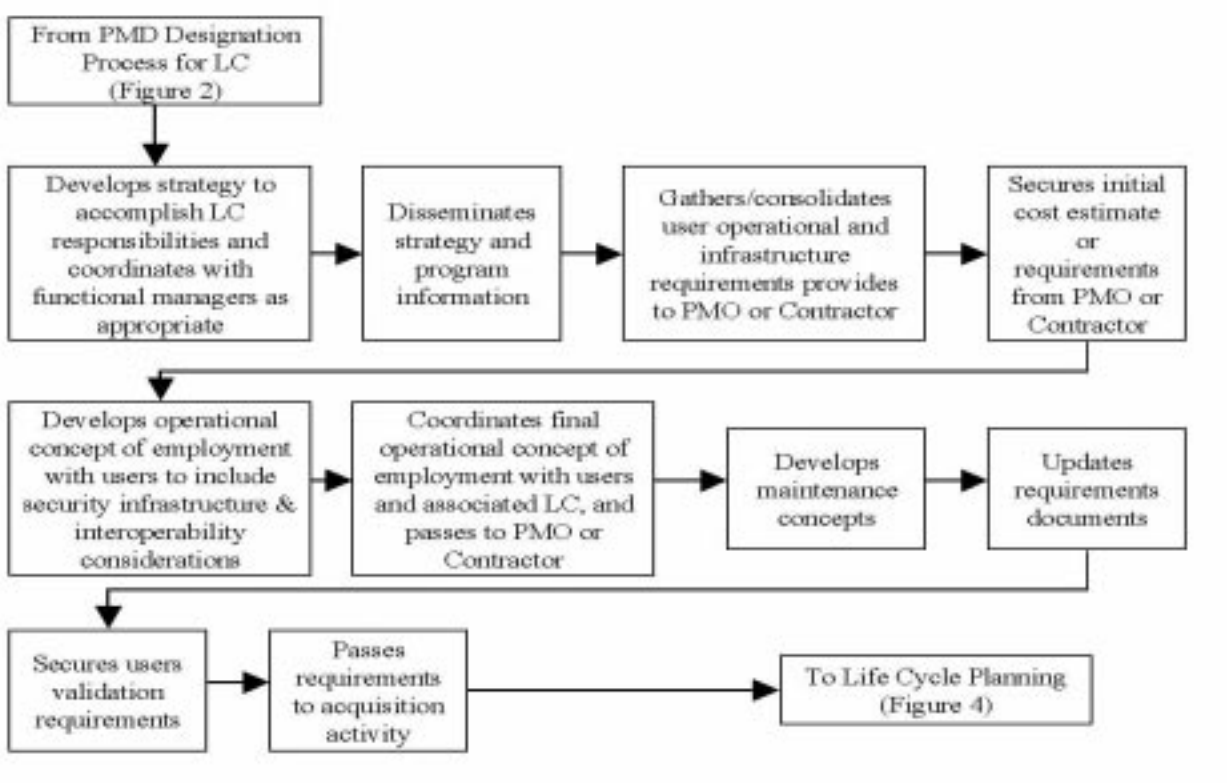
3.8.1.14. Refer to AFI 33-103 for nondevelopmental information technology capabilities with total program cost of less than or equal to $15 million.

3.8.1.15. Refer to AFI 10-601 for requirements expected to cost more than $15 million, involve development, or require an interface to support joint operations.

3.8.1.16. Secure users validation of updated requirements and submit in accordance with applicable command directives.

3.8.1.17. Provide approved and funded requirements to acquisition or other appropriate activities.

Figure 3. User Requirements Designation Process.



3.8.2. Life Cycle Planning Phase. This phase deals with the development of the technical solution and necessary life-cycle planning to sustain the system from conception to disposal. This period begins with the process of verifying that the technical solution meets user operational requirements and ends with the fielding of the system, equipment, commodity, or service (see **Figure 4.**). The LCM will:

3.8.2.1. Monitor SPO and SM development of technical solution or modification to ensure operational, infrastructure, interoperability, and security requirements are satisfied in accordance with validated requirements documents.

3.8.2.2. Coordinate with the AC2ISRC for command, control, and intelligence; surveillance; and reconnaissance-related systems.

3.8.2.3. Verify requirements are met by a technical solution. If requirements cannot be met by a technical solution, identify specific deficiencies or limitations to using commands for adjustments as necessary.

3.8.2.4. Monitor and participate in the acquisition activities and, if necessary, clarify operational and maintenance requirements to SPO and SM.

3.8.2.5. Ensure LC and/or user participates in source selection, as required. When applicable, ensure COTS systems meet Joint Technical Architecture-Air Force specifications, have host nation approval for use, and a formal frequency assignment prior to radio frequency emitter activation.

3.8.2.6. Ensure the SPO, SM, or applicable acquisition authority's proposed logistics support meets user operational requirements.

3.8.2.6.1. Participate with the SM and SPO in determining the use and methods of contractor support to supplement or use in place of organic support.

3.8.2.6.2. Review and validate sustaining engineering requirements developed by the SM, SPO, or central design activity.

3.8.2.6.3. Ensure sufficient data is available to provide maintenance management capabilities of the system, and collected in the standard Air Force systems format as prescribed in AFIs 21-116 and 10-602, *Determining Logistics Support and Readiness Requirements*.

3.8.2.6.4. Ensure LC/user participate in supply support and provisioning activities to identify system single point of failure items, minimum essential subsystem items, and establish minimum RSP standards as required.

3.8.2.6.5. Ensure LC/user participate in technical data development to include technical order verification and kit verification as required.

3.8.2.6.6. Ensure low-density level process is completed according to AFMAN 23-110, Volume 2, *USAF Supply Manual*.

3.8.2.7. Coordinate on command, control, communications, computers, and intelligence support plan (C4ISP) with the SPO and SM.

3.8.2.7.1. The C4ISP identifies communications and information support requirements (i.e., intelligence, connectivity, interoperability, security, network management, training, etc.), and networthiness necessary to support the fielding of new systems.

3.8.2.8. Ensure, in conjunction with users, that the SPO develops an integrated logistics support plan.

3.8.2.8.1. Develop and prepare Air Force maintenance quality control (QC) checklists according to AFI 21-116. The requirement for QC checklists depends on the specific maintenance procedures used (i.e., organic, contract, or contractor logistics support).

3.8.2.9. Identify, advocate, and project manpower requirements in coordination with the functional manager and SPO.

3.8.2.9.1. Recommend manpower standards to the Air Force Center for Quality Management Innovation in coordination with the functional manager and the SPO.

3.8.2.10. Establish operations and maintenance (O&M) training requirements in coordination with the functional manager and SPO.

3.8.2.10.1. Monitor the development of Air Force-wide standard training plans for any

new acquisition that requires an organic O&M capability to ensure it meets user requirements.

3.8.2.10.2. Coordinate with operating commands to identify support costs for user and initial maintenance and sustainment training requirements. Provide to the SPO.

3.8.2.11. Participate in test and evaluation efforts and monitor results.

3.8.2.11.1. Ensure users participate in all phases of operational testing, compatibility, and interoperability testing and evaluation.

3.8.2.12. Ensure the SM, SPO, or applicable acquisition authority provides adequate guidance to test, accept, and accredit the system at each site. Ensure the system is certified and accredited according to Air Force Systems Security Instruction (AFSSI) 5024, Volume I, *The Certification and Accreditation (C&A) Process*.

3.8.2.12.1. Ensure type accreditation packages are developed and distributed by the SPO and provided to all users according to AFFSI 5024, Volume IV, *Type Accreditation*.

3.8.2.13. Address user requirements during integrated logistics support planning activities and resolve any issues as necessary.

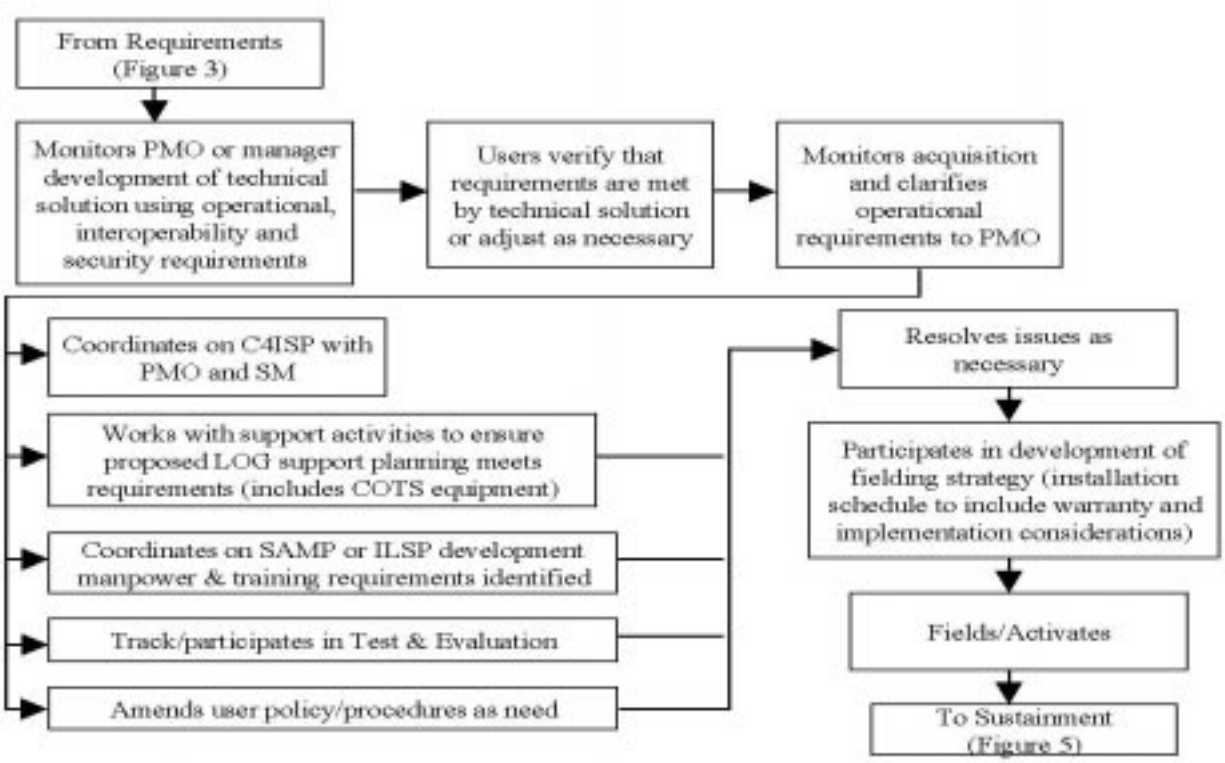
3.8.2.14. Participate in development of fielding strategy to include warranty and implementation considerations.

3.8.2.14.1. Coordinate with using commands to establish a priority list for installing new systems and modifications, and ensure site surveys are conducted as required.

3.8.2.14.2. In conjunction with the users, coordinate with the SM and SPO to ensure systems, equipment, commodities, and/or services are fielded to best meet mission needs.

3.8.2.14.3. Ensure the implementing command fields the system, equipment, commodity, and/or service in accordance with the agreed upon strategy.

Figure 4. Life-Cycle Planning.



3.8.3. Sustainment Phase. This phase deals with analyzing the fielded system's performance against operational needs, using a predetermined set of metrics developed by the LC and users, to determine how and when to modify or replace a system, equipment, commodity, and/or service. This period begins with the fielding and ends with the disposition of a system (see **Figure 5.**). The LCM will:

3.8.3.1. Monitor and analyze performance results against operational needs by using predetermined standards to ensure satisfying user requirements and initiate corrective actions as necessary.

3.8.3.1.1. Stay responsive to user requirements to improve operational effectiveness, EAF supportability, and joint interoperability.

3.8.3.1.2. Periodically evaluate the operational effectiveness of COTS equipment and update or replace as necessary.

3.8.3.1.3. Monitor supply support to ensure meeting mission requirements and coordinate issues with users as appropriate.

3.8.3.1.4. If applicable, monitor logistics support contracts (using commands' program and budget for their portion of the contractor logistics support cost).

3.8.3.1.5. Review and consolidate technical order improvement reports for submission to the technical content and technical order managers.

3.8.3.2. For centrally managed items, co-chair the Product Improvement Working Group (PIWG) meeting with the SM according to AFI 21-118, *Improving Aerospace Equipment Reli-*

ability and Maintainability.

3.8.3.3. Coordinate any system or associated communications and information infrastructure problem with SPO, PIWG, or other responsible activity, as appropriate.

3.8.3.4. Coordinate the health of the system in accordance with AFI 20-104, *System Executive Management Report*.

3.8.3.5. The LC will play an integral role in the review and designation of single point failure items as they apply to the low-density level (LDL) process.

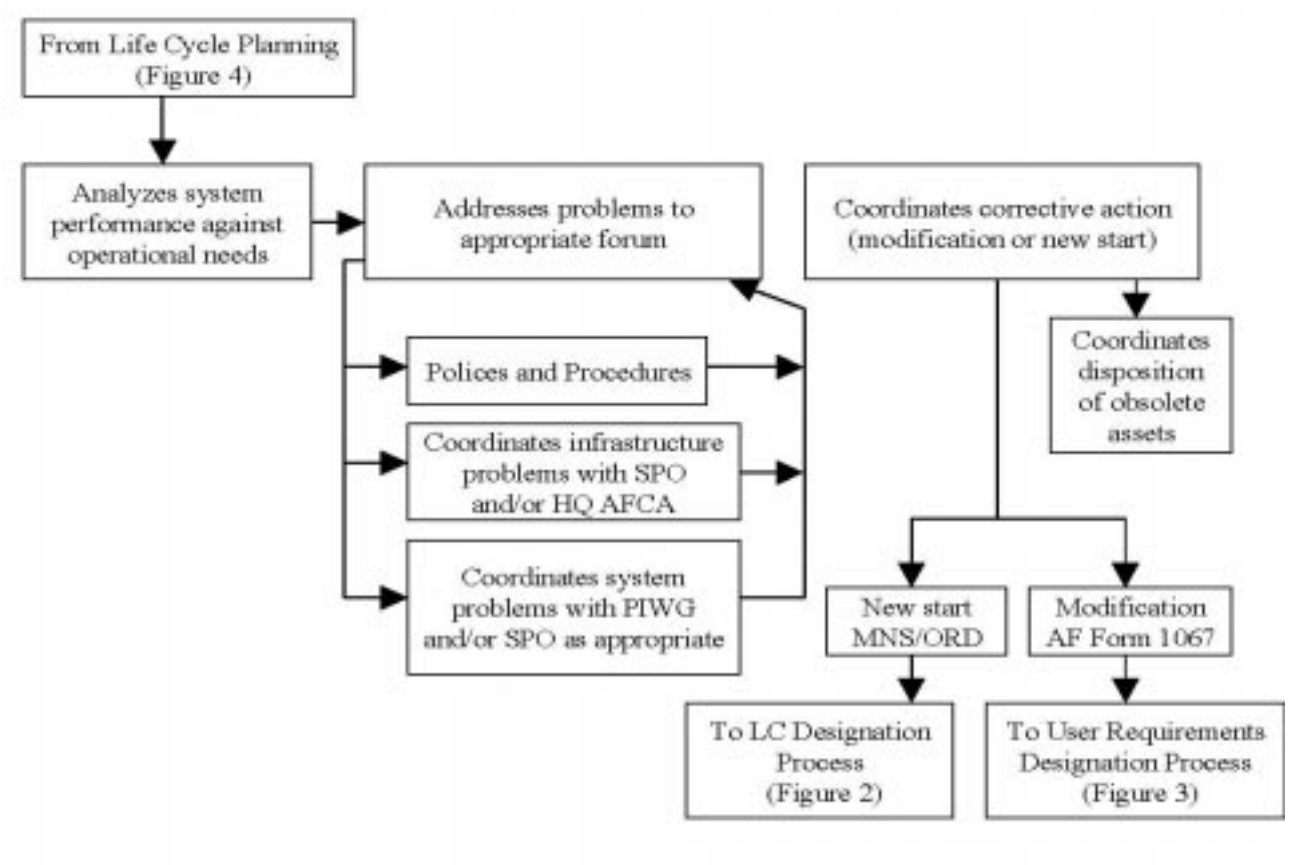
3.8.3.5.1. The LDL process is the method that the MAJCOMs and bases use to establish Adjusted Stock Levels on Non-Airborne critical reparable items.

3.8.3.5.2. The LDL process is described in AFMAN 23-110, Volume 2.

3.8.3.6. Coordinate with the SM and SPO on the disposition/redistribution of centrally managed assets declared excess by the using commands.

3.8.3.7. Provide disposition instructions for COTS assets reported as excess by using commands.

Figure 5. Sustainment.



3.8.4. Resource Management Phase. This phase deals with the development of funding strategy to sustain the system through the execution of the budget. This period occurs throughout the life of the program (see **Figure 6.**). The LCM will:

3.8.4.1. Analyze and determine the necessary funding for communications and information requirements with the PEM, SM, SPO, and all impacted using and supporting commands, in preparing programming/budgeting submissions.

3.8.4.1.1. Coordinate programming/budgeting submissions and program priority lists before submission.

3.8.4.1.2. Program/budget until system is fielded.

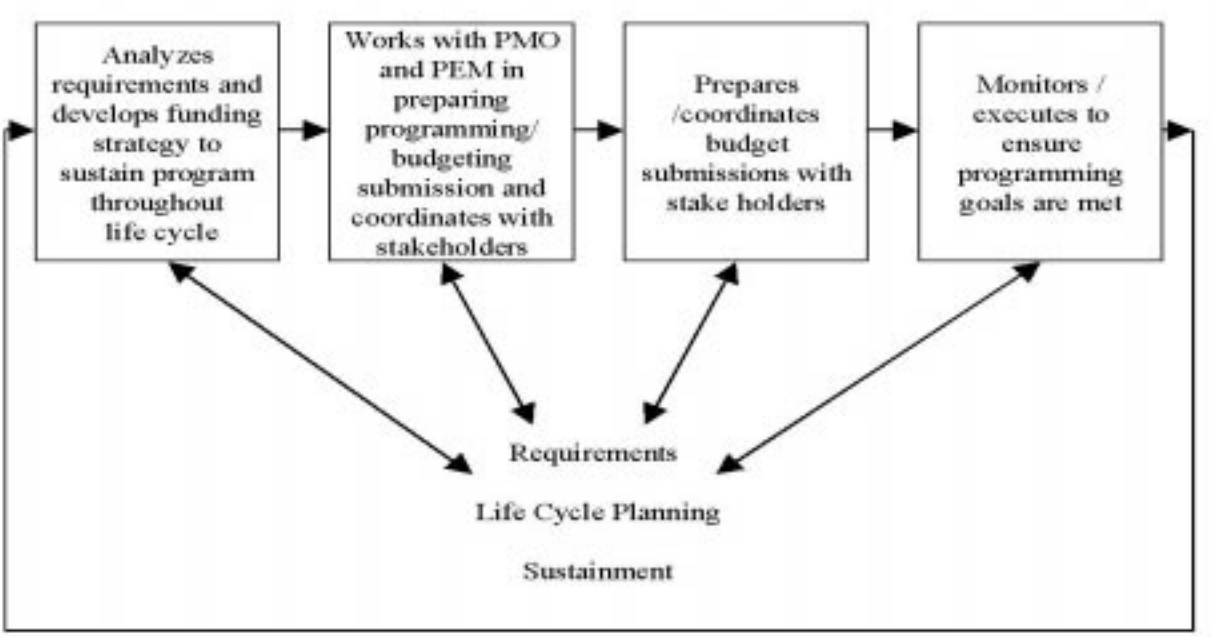
3.8.4.1.3. After fielding, when changes create a system-wide funding deficiency or impact, identify funding requirements to the PEM, SM, SPO, and using commands for their programming/budgeting actions.

3.8.4.2. Monitor budget execution to ensure meeting programmed goals.

3.8.4.2.1. Coordinate the preparation of financial plans or unfunded submissions with the SM and SPO.

3.8.4.2.2. Funding for RSP requirement growth shortfalls is the responsibility of the using command and is included in the LC's program objective memorandum. Additional guidance on lead operating command weapon system management responsibility is contained in AFPD 10-9. RSP authorizations are funded through the 3010/3080 procurement appropriations and in the 3400 O&M appropriation. Every effort will be made to forecast RSP future requirements as accurately as possible (see AFMAN 23-110, Volume 2).

Figure 6. Communications and Information Resource Management.



4. Lead Command Assignment List . The LC communications and information systems list and the LC equipment list are available for access on the HQ AFCA WWW site, URL: http:// www.afca.scott.af.mil/leadcommand.htm.

5. Information Collections, Records, and Forms . No information collections are created by this publication. No forms are prescribed by this publication.

5.1. Records pertaining to PMDs are created by this publication. Retain and dispose of these records according to AFMAN 37-139, *Records Disposition Schedule* (will convert to AFMAN 33-322, Volume 4), Table 33-4, Rules 25-27.

5.2. DD Form 1494 and AF Form 847 are adopted by this instruction. No forms are prescribed by this publication.

JOHN L. WOODWARD, JR., Lt Gen, USAF
DCS/Communications and Information

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 23 March 1994, as amended through 24 January 2000

AFPD 10-9, *Lead Operating Command Weapon Systems Management*

AFI 10-601, *Mission Needs and Operational Requirements Guidance and Procedures*

AFI 10-602, *Determining Logistics Support and Readiness Requirements*

AFI 20-104, *System Executive Management Report*

AFI 21-116, *Maintenance Management of Communications-Electronics*

AFI 21-118, *Improving Aerospace Equipment Reliability and Maintainability*

AFMAN 23-110, Volume 2, *USAF Supply Manual*

AFI 33-103, *Requirements Development and Processing*

AFI 33-108, *Compatibility, Interoperability, and Integration of Command, Control, Communications, and Computer (C4) Systems*

AFI 33-118, *Radio Frequency Spectrum Management*

AFMAN 37-139, *Records Disposition Schedule* (will convert to AFMAN 33-322, Volume 4)

AFPAM 91-215, *Operational Risk Management (ORM) Guidelines and Tools*

AFSSI 5024, Volume I, *The Certification and Accreditation (C&A) Process*

AFFSI 5024, Volume IV, *Type Accreditation*

Abbreviations and Acronyms

AC2ISRC—Aerospace Command and Control & Intelligence, Surveillance, and Reconnaissance Center

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFSSI—Air Force Systems Security Instruction

C4—Command, Control, Communications, and Computer

C4ISP—Command, Control, Communications, Computers, and Intelligence Support Plan

CONOPS—Concept of Operations

COTS—Commercial Off-The-Shelf

DD—Department of Defense (used on forms only)

DoD—Department of Defense

DRU—Direct Reporting Unit

EAF—Expeditionary Air Force

FOA—Field Operating Agency

HQ AFCA—Headquarters Air Force Communications Agency

HQ AFMC—Headquarters Air Force Materiel Command

HQ USAF—Headquarters United States Air Force

IOC—Initial Operational Capability

JP—Joint Publication

LC—Lead Command

LDL—Low Density Level

LCM—Lead Command Manager

MAJCOM—Major Command

OCOE—Operational Concept of Employment

O&M—Operations and Maintenance

ORD—Operational Requirements Document

ORM—Operational Risk Management

PEM—Program Element Monitor

PIWG—Product Improvement Working Group

PMD—Program Management Directive

POC—Point of Contact

QC—Quality Control

RSP—Readiness Spares Package

SM—Single Manager

SPO—System Program Office

URL—Uniform Resource Locator

WWW—World Wide Web

Terms

Commodity—Under the lead command concept in this instruction, a commodity is an equipment item within a specified group or category of communications and information equipment. Items within a specific group possess similar operational characteristics, have similar applications, and are governed by similar life-cycle management methods. Examples include desktop computers, land mobile radios, pagers, telephones, cellular telephones, routers, servers, switches, etc.

Communications and Information—The consolidated Air Force functional area that includes telecommunications, computers, information management, and audiovisual information. In the Air Force, the term "communications and information" is the equivalent of "C4," but is the preferred term. There is no approved acronym for communications and information.

Communications and Information System—This term replaces previous terms such as "communications-computer system (C-CS);" "command, control, communications, and computer (C4);" "information system (IS);" and "automated information system (AIS)," except in those cases where the definition containing one of these terms is an approved joint, DoD, or national-level definition.

Concept of Operations (CONOPS)—A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called "commander's concept." (JP 1-02). The Air Force views a CONOPS as dealing with an existing system or operation, as opposed to a future system or system under development.

Equipment—For the purpose of this instruction, the term "equipment" refers to electro-mechanical hardware and/or firmware components generally designed to work together to perform an intended function or operation.

Infrastructure—(1) At the national level, the framework of interdependent networks and systems, comprising identifiable industries, institutions, and distribution capabilities that provide a continual flow of goods and services essential to the defense and security of the United States, the smooth functioning of government at all levels, or society as a whole. (2) At the base level, it is the common-user portion of the communications and information systems environment. It includes transmission, switching, processing, systems-control and network-management systems, equipment and facilities that support the base. Examples are the telephone switch and cable plant, base communications center, land mobile radio system, and local area networks.

Lead Command (LC)—The MAJCOM, DRU, or FOA assigned as the Air Force user advocate.

Lead Command Manager (LCM)—The LC's appointed manager for a particular system, equipment, commodity, or service.

LC Point of Contact (POC)—The MAJCOM/FOA individual who acts as the administrative focal point for LC correspondence and documentation. The LC POC performs administrative tasks in support of the LC management process, and is not to be confused with the LCM for a single system.

Operating Command—The command primarily operating a system, subsystem, or item of equipment. Generally applies to those operational commands or organizations designated by HQ USAF to conduct or participate in operations or operational testing. Interchangeable with the term "Using Command" or "user." (AFI 10-601)

Operational Concept of Employment (OCOE)—As an integral component of the acquisition process, the operational concept of employment is the user's description of how the warfighter intends to operate and employ the system in conjunction with other existing and projected systems to execute the mission. This description should be well documented in section one of the ORD to articulate the user's intent and aid the test and evaluation community in testing solutions. (Not to be confused with the concept of operations.) (AFI 10-601)

Program Element Monitor (PEM)—The individual within the Air Staff office of primary responsibility designated to exercise overall monitorship over a program element, including preparation of program change proposals and the review, evaluation, and maintenance of all pertinent data on the element.

Program Management Directive (PMD)—The PMD is a Department of the Air Force direction for implementation and execution of approved funded programs or other efforts. A PMD directs programmatic responsibilities to implementing organizations, MAJCOMs, and field and test organizations to integrate activities affecting the life-cycle of the program. It provides timely, program-specific direction. All Air Force integrated weapon system management programs must have a PMD. Other efforts are not required to have PMDs, but may if the Mission Area director/Air Staff director identifies a need for headquarters direction.

Service—A service provides a beneficial product or capability. The results of a service may or may not be tangible. The core communications and information services are: messaging services, voice services, visual and imaging services, computing services, and information transfer services.

Supporting Command—The command (usually Headquarters Air Force Materiel Command [HQ AFMC]) responsible for providing logistics support for a system and assuming program management responsibility from the implementing command. (AFI 10-601)

Sustaining Engineering—The activity that determines what reliability and maintainability problems exist with the system, and identifies what the corrective actions should be. The actual implementation of the corrective action is not sustaining engineering. The corrective action would be programmed with production engineering or development engineering funding.

Sustainment—The provision of personnel, logistic, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective. (JP 1-02). Involves all non-acquisition activities accomplished by the HQ AFMC single manager in support of its customers in the using commands. These activities sustain the systems in peacetime (readiness) and wartime (sustainability). The key to the identification of sustainment activities is that they do not provide a new or improved operational capability. Sustainment activities may disclose system or product deficiencies that necessitate further acquisition activities.

System—Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 23 March 1994 as amended through 24 January 2000, defines a system as: "Any organized assembly of resources and procedures united and regulated by interaction or interdependence to accomplish a set of specific functions." For the purpose of this instruction, the term "system(s)" is used for brevity and, unless otherwise specified, refers to communications and information systems, equipment, commodities, or services. A system may be comprised of individual or groups of equipment items, commodities, software, services, or a combination of these.

System Affiliate—A MAJCOM or agency designated by a negotiated formal agreement with the lead command to provide assistance in the accomplishment of lead command duties.

System Program Office (SPO)—The office of the HQ AFMC program manager responsible for the execution of an acquisition program.

Using Command—Also known as the "operating command," "operator," or "user." Typically, the ultimate operators of a system. There are some exceptions (i.e., Headquarters Air Combat Command) that can be the using command for a reconnaissance satellite for which Air Force Space Command is the operating command. (AFI 10-601).